

**Five Year Strategic Plan
2007-2012
Lincoln Police Department**





Lincoln Police Department

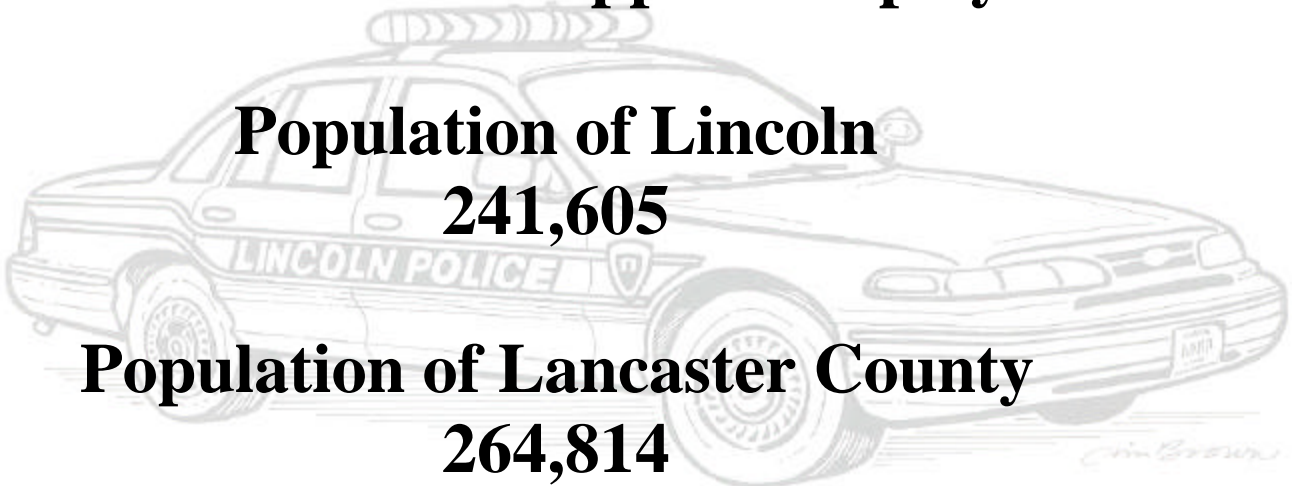
317 Authorized Sworn Officers
108 Civilian Support Employees

Population of Lincoln

241,605

Population of Lancaster County

264,814



Acknowledgements



Police Chief Tom Casady

In the fall of 2006, Chief Tom Casady tasked Captain Joy Citta, of the Management Services unit, with updating the Lincoln Police Department's Strategic Plan. Sergeant Don Scheinost was designated to serve as co-chair of the committee.

Twenty five people were selected to examine several categories to develop the new five year plan. The individuals that participated in the development of the new plan were department staff, city employees, students and citizens of the community.

These are the critical issues initially developed as items that needed to be addressed in this five year plan. The items were identified by the police Command Staff, as a starting point for the Strategic Planning Committee.

- *Decentralized Team Stations
- *New or upgraded police facilities
- *Support services for decentralized facilities
- *Forensic Lab needs
- *Our workforce
- *Support staff issues
- *Plan for succession of supervision and command
- *Staffing the various shifts



The twenty five members of the Strategic Planning Committee were assigned to three sub-committees. The critical issues were assigned to the various committees.

Members of the three committees, and their focus areas:

Staffing and Facilities: Sergeant Chris Peterson, Chair.

Sara Hartzell-City Planning Department
Nate Persell-Student
Pat Wenzl-Police Garage Manager
JoAnna Svoboda-Police Victim Witness Unit Manager
Cindy Burmeiser-Police Service Desk Supervisor
Investigator Nate Flood-Police Checks and Frauds Unit
Sergeant Ann Heermann-Southwest Team
Sergeant Anthony Butler-Northeast Team

Training and Equipment: Sergeant Sandy Myers, Chair.

Barbara Jacobson-Lincoln Public Schools
Brady Beran-Student
Erica Birky Rios-LPD Community Outreach Specialist
Michele Selvage-LPD Payroll and Accounting Manager
Officer Matt Franken-Northwest Team
Officer Ty Denney-LPD Traffic Unit
Officer Mario Robinson-Northwest Team

Community Policing and Technology: Sergeant Jim Davidsaver, Chair.

Heather Christensen-LPD Records Manager
Tami Wellmann-Southeast Team Community Group
Officer Matt Brodd-LPD Community Services
Officer Chassidy Jackson-Center Team
Investigator Chilton Leedom-LPD Family Crimes Unit
Sergeant Danny Reitan-Southwest Team
Sergeant Todd Beam-LPD Technical Resources



Lincoln Police Honor Guard

Preface

This is a fluid document. It is meant to be a guide allowing flexibility in planning for the future of the Lincoln Police Department. As budgets and other priorities change, this plan can be revised to meet those important guidelines.

This is an update to what has been a succession of five year plans. Many of the items mentioned in this plan are continuations of previous plans. The committees felt that some recurring issues that have been a priority to the Lincoln Police Department for several years still exist.

In this plan, we have attempted to identify short range factors as well as long range policy issues that could impact the Lincoln Police Department. We feel that this plan accurately defines issues that the Lincoln Police Department, and the City of Lincoln will need to consider, to have a well trained, staffed, and fiscally responsible police department.



Lincoln's 1895 Police Force

2001-2006 Critical Issues review

The 2001-2006 Strategic Plan identified two common threads among the issues discussed. The two main threads were personnel/staffing and access.

Personnel strength was identified as the *priority*. It was noted that staffing levels are at times difficult to maintain, but

staffing drives department morale, efficiency, and effectiveness. As noted in the previous plan, service demand is not likely to decrease during the next five years.

Several recommendations were made in the previous plan

- Secure community and political support for an adequate ratio of officers to population
- Secure state and federal hiring grants to add personnel
- Conduct a staffing study to further identify key issues
- Continue recruitment of qualified applicants, while maintaining a diverse department that is representative of our community
- Continuation in hiring civilians for support functions previously assigned to sworn personnel
- Increase the opportunities in specialized training for all employees
- Continue and expand specialized assignments
- Enhance the retirement plan
- Maintain a flat organizational structure
- Increase support to street officers regarding criminal investigations



- Manage School Resource Officers to maximize their effectiveness.
- Preserve the Lincoln Police Department's proactive and nimble approach to technology issues
- Encourage experimentation and adaptation
- Provide resources necessary to maximize the benefits of technology
- Enhance computer technology at all levels
- Build a new police garage facility



A motor officer issues a traffic citation.

Accomplishments since 2001

Staffing and Facilities

- Increased staffing allocation from 303 to 317 officers
- New team station at 49th and Huntington opening in late December, 2006
- Upgraded exercise equipment
- New K-9 Facility in planning stages
- 12 hour work shifts implemented
- Drastic reduction of overtime funds
- Large decrease in gas consumption

department wide

- Base unit radio system located on each geographic team

Training and Equipment

- Digital radio equipment with channel that provides interoperability with other agencies.
- Motorcycles added to Traffic Unit
- Mobile Data Terminals in all cruisers with online maps
- Clandestine Laboratory Team developed to impact narcotics issues
- Held a successfully attended Methamphetamine Summit
- Homeland Security issues addressed with Personal Protection Equipment issued to each officer
- Rapid Brass identification program implemented
- New Sig Sauer pistols purchased for all officers



- More personal computers made available for department wide use
- Public Service Officer use of computer based ticket writers
- Public Service Officer use of hybrid cars to conserve fuel
- New targeting system at the LPD Range
- New SWAT van



Community Policing and Technology

- Free to Grow-community initiative which received National Met Life Award
- New mug shot system
- NCJIS availability
- Internal web page/online ACI/online Incident Reports with printable forms/labor contracts/inmate locator widely used
- Traffic Stop Data collected
- Crime View upgrade and Crime View Community upgrade
- CALEA reaccreditation in 2004
- Various special details including Vice-Presidential visit
- Employee recognition breakfast/dinner
- Spanish Speaking Outreach
- Online Lineups using gotomeeting.com
- IAFIS submission to FBI

The process of this five year strategic plan

The process for this five year strategic plan began on August 23, 2006, with a kick off meeting highlighted by an address to the committee by Chief Tom Casady. Chief Casady was reflective of the previous strategic plans that have been developed, yet looked forward with a vision of what the Lincoln Police Department could be like in the next five years. The committee was asked to be thorough and insightful in their processes, and complete the strategic plan with an open mind.



Captain Citta and Sergeant Scheinost gave the committee a timeline in which to work. The committee was also told that the Management Services unit would be available to assist the various sub-committees with information searches, gathering of statistics, and the like, to ease their workload.

The Lincoln Police Department was fortunate to have individuals from outside the department assist us in this five year plan. Sara Hartzell of the Planning Department, Barbara Jacobson of Lincoln Public Schools and Tami Wellmann of the Southeast Team Community Group were joined by Nate Persell, and Brady Beran, who are past students of Lincoln Public Schools, and current students at higher learning institutions within the City of Lincoln.

The Lincoln Police Department wishes to thank the community members that participated in the development of this five year plan. The Lincoln Police Department also seeks input from the public on a regular basis in other ways. Each geographic police team has a Citizen Advisory Group and a Youth Advisory Board that meets with the team captain, on a regular basis. We continue to use the Quality Service Audit, which began in 1992 as a survey conducted via U.S. Mail. The current Quality Service Audit is now completed via telephone interviews and repeatedly results in high satisfaction and confidence reports to the Lincoln Police Department from the public. The audit seeks to not only provide data to the officer about his/her performance as perceived by the citizen, it provides valuable data that can be used to implement new or change existing policy. It also creates a sense of cooperation between the public and the police department.





Mission of the Lincoln Police Department

“We, the members of the Lincoln Police Department, working with all people, are committed to providing quality police services that promote a safe and secure community.”



Lincoln Police Department Traffic Unit at Police Officer Memorial Day



Lincoln Police Garage - 635 'J' Street

Critical Issues and Recommendations Regarding Facilities

➤ **Lincoln Police Department Garage**

Since 1992 the police garage has handled the maintenance on nearly all city owned vehicles. This increased demand has resulted in a limited number of service bays and fewer parking spaces.

Recommendation: Consideration should be given to a new facility, or the purchase of additional property to supplement or replace the current garage.

➤ **Decentralized sub-stations**

As the city grows not only in population, but in square miles, officers working out of Police Headquarters are traveling longer distances simply to get to their work areas. This can cause delays in response times, and increases in fuel consumption. Additionally, it has been found that decentralized stations create a sense of community in the neighborhoods, officers and the citizens they serve.



Center Team Station - 1501 N. 27th



Northeast Team Station - 4843 Huntington

Recommendation: Two community police stations currently exist. As opportunities present themselves, the Lincoln Police Department should explore the creation of a team station in south Lincoln. This facility could be co-located with the existing teams, or another city agency.



Lincoln Police K-9 in action.

➤ **Police K-9 Facility**

The current K-9 facility is an old park building that has structural and rodent infestation issues. A facility is needed to facilitate training needs, and to allow storage of K-9 related materials.

Recommendation: A new facility is needed to allow a secure area for training and storage. A facility located in an area that allows the K-9 units to respond quickly to calls for service would be ideal. The possibility of sharing a facility with another city agency should not be overlooked.

➤ **LPD Identifications/Forensics Lab**

At the current time, the state lab is encouraging the Lincoln Police Department to increase our laboratory's ability to handle a wider variety of forensic services as the state lab workload has increased. They have not been able to handle the cases we send in the area of ballistics, DNA, toxicology and tool marks, in a timely manner.

Recommendation: The Lincoln Police Department should plan to take on an increased workload in our laboratory. Additional lab space, equipment and staff will be needed, along with an analysis of which forensic services can be handled in house. The department could also examine if the state lab would be willing to allow a shift of LPD employees to use the state lab, easing the state's workload, increasing production, and saving the cost of LPD purchased equipment. Cost sharing the hiring of civilian employees by LPD to work in the state lab also is a possibility.

➤ **LPD Firearms Range**

The police range is 30-40 years old, and the city continues to grow and encroach on the land surrounding the firing range. The range is located in an area that the City of Lincoln or the Municipal Airport may attempt to redesign.

Recommendation: Any thoughts of using existing range property to build additional facilities, or spending large sums of money to greatly enhance the range should be carefully deliberated. Co-locating the range with another department function could be considered.



Police S.W.A.T. Team members at the LPD Range.

➤ **Service Desk and Police Information Channel 50**

Since 1998 when the Service Desk space was first designed additional staff has been assigned, creating crowded work space. With additions in the number of officers working various shifts, demands on the Service Desk have increased.

Recommendation: A redesign of the Channel 50 work area is likely the easiest solution to this problem. The redesign should anticipate the need of a second police information channel which could be used during high traffic periods. This would not only ease the workload of the operators, but would speed up information to the officers on the street.

Critical Issues and Recommendations Regarding Staffing

➤ Commissioned officer staffing

Currently the department is below the 1.5 officers per 1000 population goal that was established years ago.

Recommendation: Continue increasing commissioned staffing to reach 1.5 officers per 1000 population. This goal should remain at the forefront of staffing issues. Support staff levels should increase commensurate with the 1.5 officers per 1000 population goal, including all support staff functions, such as the Service Desk, Police Garage, Forensics Lab, Records, Victim/Witness, and Property Units. Striving to keep employees as happy as possible with their work schedules should remain a priority.

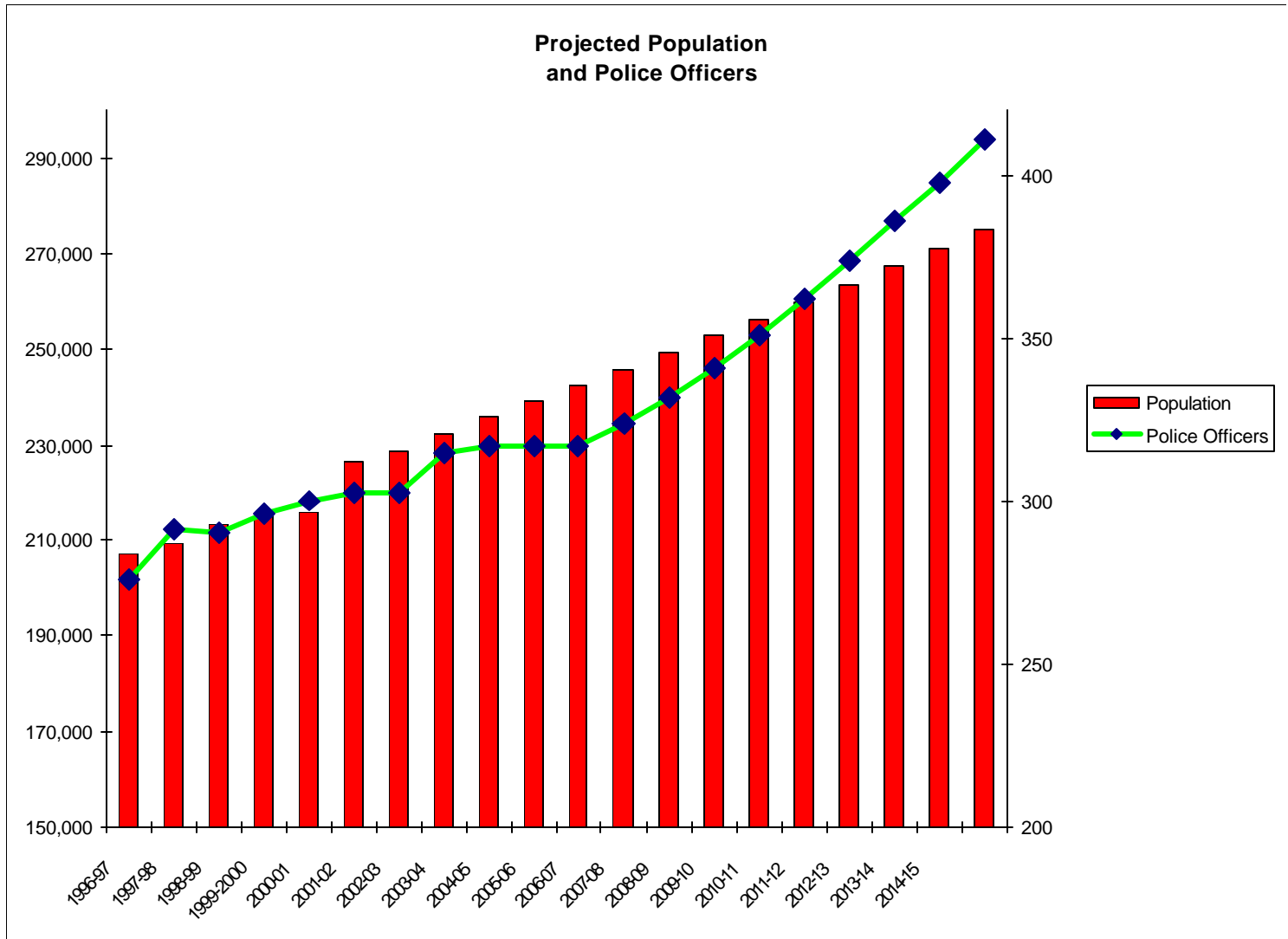


Center Team bicycle officers.

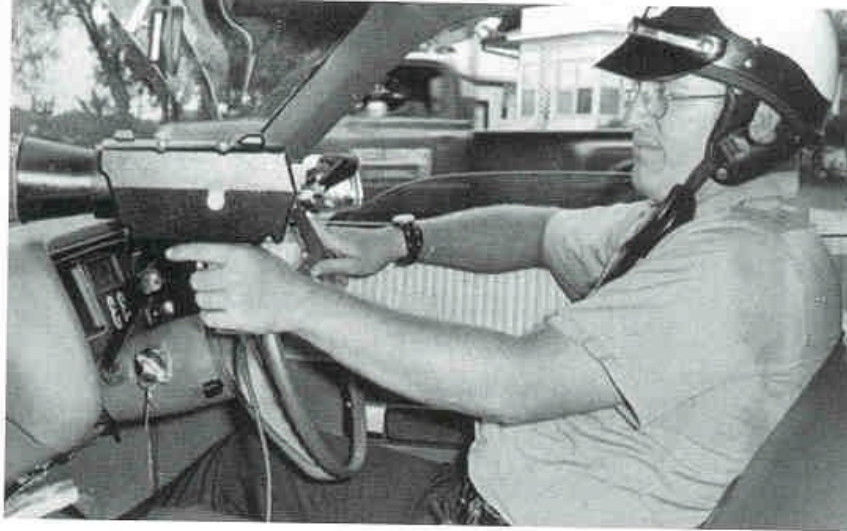
➤ Command Experience and Retention

Retirements, and unexpected personnel losses are anticipated. As the Command Staff continues to retire over the next five to ten years, there is the potential to lose the corporate memory and experience.

Recommendation: A plan to mentor experienced supervisors with inexperienced supervisors to allow a passage of skills and information necessary to continue a high quality of service to the citizens of Lincoln is encouraged. Training that focuses on management/supervision training is suggested. This “Supervisor’s Academy” would train prospective supervisor/manager candidates, and improve the overall knowledge and performance of all attendees. All LPD employees should be allowed to attend this training. Creative schedules and flex time usage is also a possibility. A re-examination of officer and sergeant specialized positions can be done to determine if more positions can be rotated. This should be done in consideration with the need to retain experience and expertise in certain positions.



The above chart displays the anticipated population growth of Lincoln, and the Lincoln Police Department, to achieve the 1.5 officers per 1000 population goal. At the current time, the Lincoln Police Department has 1.31 officers per 1000 population.



Early radar traffic enforcement.

Critical Issues and Recommendations Regarding Training

➤ Training

Continue to provide training that is relevant and necessary for police officers and support staff to perform their jobs at a high level on a daily basis, with lower budgets available for outside training efforts to provide quality programs.

Recommendation: Explore new training opportunities in a wide variety of areas. These opportunities could be as simple as second language compact disks to learn another language. Partnerships between higher learning institutions can also provide new and innovative training opportunities. Joint training sessions with other law enforcement agencies are also a possibility to save training dollars. Although various employees, due to their position, need to have specialized training, training focused to the benefit of many officers should be a priority. Establishing a training committee with representatives from each team and unit to work with the Education and Personnel unit to determine current and future training needs is warranted.

Smaller squad based training sessions can be provided by on duty supervisors that have expertise in specialized areas. The training session can then be used by other supervisors, on other shifts, to ensure that the training is passed on to all officers. This type of training can also be shift centered, to impact specific problems faced by the various shifts.

Critical Issues and Recommendations Regarding Technology

➤ Digital Equipment

Digital equipment advances, not only in digital photography, but for recording devices and reports, report storage, and scanning various reports has made incredible advances in the past few years.

Recommendation: An upgrade in transcription devices, recording devices, digital camera equipment, computers, and Property and Evidence equipment to handle digital technology will be needed in the near future. Education and training will also be an area that will need to be addressed, regarding the use of digital equipment.

➤ Technology

The Lincoln Police Department is widely considered one of the most technologically advanced police departments in the country. The current use of CrimeView Web and related implements increases efficiency and allows accurate placement of department employees in the field. Mobile data accessibility is also increasing, to allow officers in the field to quickly obtain photos and other information that can save officer time and follow up. Keeping the department supplied with new technology, and advanced equipment is a priority.

Recommendation: The department should continue to strive to remain on the cusp of technology pertaining to equipment. Department wide, every employee has access to a personal computer and the internet. This availability should continue to increase the technology used at the Lincoln Police Department, including computers, software, radios and similar items.

In car digital recording units are much more technologically advanced over the previous VHS versions. Marked cruisers, if possible, should have in car recording capabilities.

The use of a GPS system, creating vehicle and/or radio location ability would greatly increase safety for all employees. This system would allow a cruiser or portable radio location to be identified.

Less-lethal munitions also have made great strides. The department should consider upgrades in Taser technology, stop stick, and other types of less lethal options currently in use, when available. An increase in the physical number of less lethal weapons available for use department wide is recommended.

➤ **Officer dispatch options**

Staffing shortages due to sick employees, or higher than anticipated calls for service, can cause delays in officer response times, and calls for service being held by dispatch for extended periods of time.

Recommendation: A telephone reporting or web-based reporting option should be considered. Developing the criteria for telephonic reporting versus calls for service handled by an officer would be necessary. Public Service Officers could be assigned specific lower priority calls for service which require an on scene investigation, with consideration to employment contracts and job descriptions for P.A.G.E. Union members being kept in mind.

Another area to consider is the workload of the generalist officer at the Lincoln Police Department versus the community's expectation of public safety, customer service and satisfaction. What the community needs or demands to feel safe is paramount. A community panel providing input on any changes to officer versus telephone reporting would continue the Lincoln Police Department's tradition of involving community members in decisions that affect direct services.



Officers ready for bar break.

Critical Issues and Recommendations Regarding Community Policing

Community policing is the partnership between the police and the community working to identify crime-related problems, determine the root causes and implement lasting solutions to these problems.

➤ Officer Proactive Time

To maintain the effectiveness of the generalist officer concept, officers must be empowered to pursue proactive tasks and projects.

Recommendation: Empowering officers to efficiently and effectively manage their workload should generate available time for proactive police work. Staffing and scheduling could provide the flexibility for generalist street officers to devote the necessary time and effort to current problems and issues. Programs such as Crime Stoppers, Neighborhood Watch, Citizens' Academy, and the Police Youth Advisory Board are worthy projects that the committee feels should continue. These are projects that not only give citizens positive contacts with police officers, but allow the department more input from the community.

➤ School Resource Officers

Due to combined budget issues, the City of Lincoln, and Lincoln Public Schools have disagreed at times regarding the funding of school resource officers.

Recommendation: The existence and subsequent reduction or expansion of the current school resource program should be based on community input. It is obvious that both the Lincoln Public School system and the Lincoln Police Department see the need for officers in middle and high schools. A cooperative effort on the part of both entities is necessary to meet the funding needs of this program.



Present day radar enforcement.



Conclusion

The City of Lincoln continues to enjoy a low crime rate while maintaining one of the lowest numbers of officers per 1000 population. The committee feels that the goal of 1.5 officers per 1000 population is the major issue that should be held over from previous five year plans. The previous plan stated:

“Fewer officers can mean –
Increased work related stress
Increased workload per officer
Decreased morale
Decreases in ability to get time off”

Continued review of turnover rates, and why employees leave the Lincoln Police Department are important areas to consider. When patterns are discovered, those subjects can be addressed.

Facility issues are also a primary need. The soon to be completed Northeast Team Station continues to move officers into the neighborhood areas they police. Increasing the number of team stations by one or two in the next five years is a priority. The LPD Garage, Range, and K-9 unit and Forensic Labs are among units that should be considered when newer or larger facility opportunities present themselves.

Finally, this is a fluid document. It is in no way a final copy to base the operations of the next five years. This document will require revision as the next five years unfold.